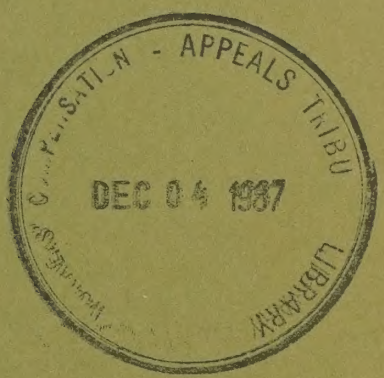
AN OVERVIEW OF VOCATIONAL REHABILITATION SERVICES

WORKERS' COMPENSATION BOARD OF ONTARIO



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INTRODUCTION

This paper is intended as an introduction to the philosophy, comprehensive services, and organizational structure of the vocational rehabilitation services at the Workers' Compensation Board.

The Board's vocational services are designed to facilitate an injured worker's return to work and to restore her or his earning capacity as quickly as possible. The division derives its mandate to do so from two sections of the Workers' Compensation Act [Section 54 and Section 36(1)(c)], which allow it to "take such measures and make such expenditures" as needed to get injured workers back to work and to offer the same counselling and vocational assistance to the spouse of a worker who dies as the result of a work-related injury or disease.

Services to severely disabled workers only were first offered in 1924. Total expenditures at the time could not exceed $100,000. Until 1938, only severely impaired workers or those with significant permanent disabilities had access to vocational rehabilitation services. Most of the Board's rehabilitation activity consisted of negotiating, primarily by correspondence with employers, for the reemployment and retraining of injured workers.

In 1938, the Board established a separate vocational rehabilitation department and expanded its contact with workers through personal, occupational and social counselling. By 1974, the ceiling on expenditures had been lifted and vocational services had been decentralized and included support for both academic and vocational training.

Today, with a staff of 311 across the province, the Board provides injured workers with, among many other vocational services, vocational evaluation, specialized counselling by disability and occupational grouping, worksite analyses, and job search and placement assistance. The division also plays an important role in training vocational rehabilitation personnel for other jurisdictions in Canada and from abroad. It also plays an active part in inter-ministerial committees, government task forces, and volunteer associations concerned with rehabilitation matters.

OBJECTIVE

To restore the injured worker's earning capacity by providing effective and efficient vocational rehabilitation services designed to facilitate an early return to work and the community, and to provide the same counselling and vocational assistance to surviving spouses.

PHILOSOPHY

Our rehabilitation philosophy is based on the "total (person) concept" and stresses two rehabilitation fundamentals -- sensitivity and responsiveness to the person's rehabilitation needs.

Our vocational rehabilitation process is goal-oriented. We believe that successful outcome is likely if a well thought out plan has been developed prior to initiating action.

It is essential that the injured worker participate fully in the development of the rehabilitation plan and that he or she understands her or his responsibilities and those of the Board. This ensures a commitment to the goal.

In discharging this responsibility, the staff is guided by certain precepts:

- The worker or surviving spouse, whenever properly qualified, should enjoy equality of job opportunity with others.
- It is the right of workers and surviving spouses to participate fully in planning their own rehabilitation.
- The needs of workers and surviving spouses should be considered in the context of the total person.
- The focus of rehabilitation should be on what a person can do rather than what a person cannot do.
- The rehabilitation process achieves its best results when medical, social, educational, and vocational measures are appropriately combined and co-ordinated.
- Provision of effective rehabilitation services results in significant socio-economic benefits to society as a whole.

Within this framework, it is intended that rehabilitation is not complete unless it includes arrangements, whenever possible, for productive and gainful employment.

ELIGIBILITY FOR SERVICE

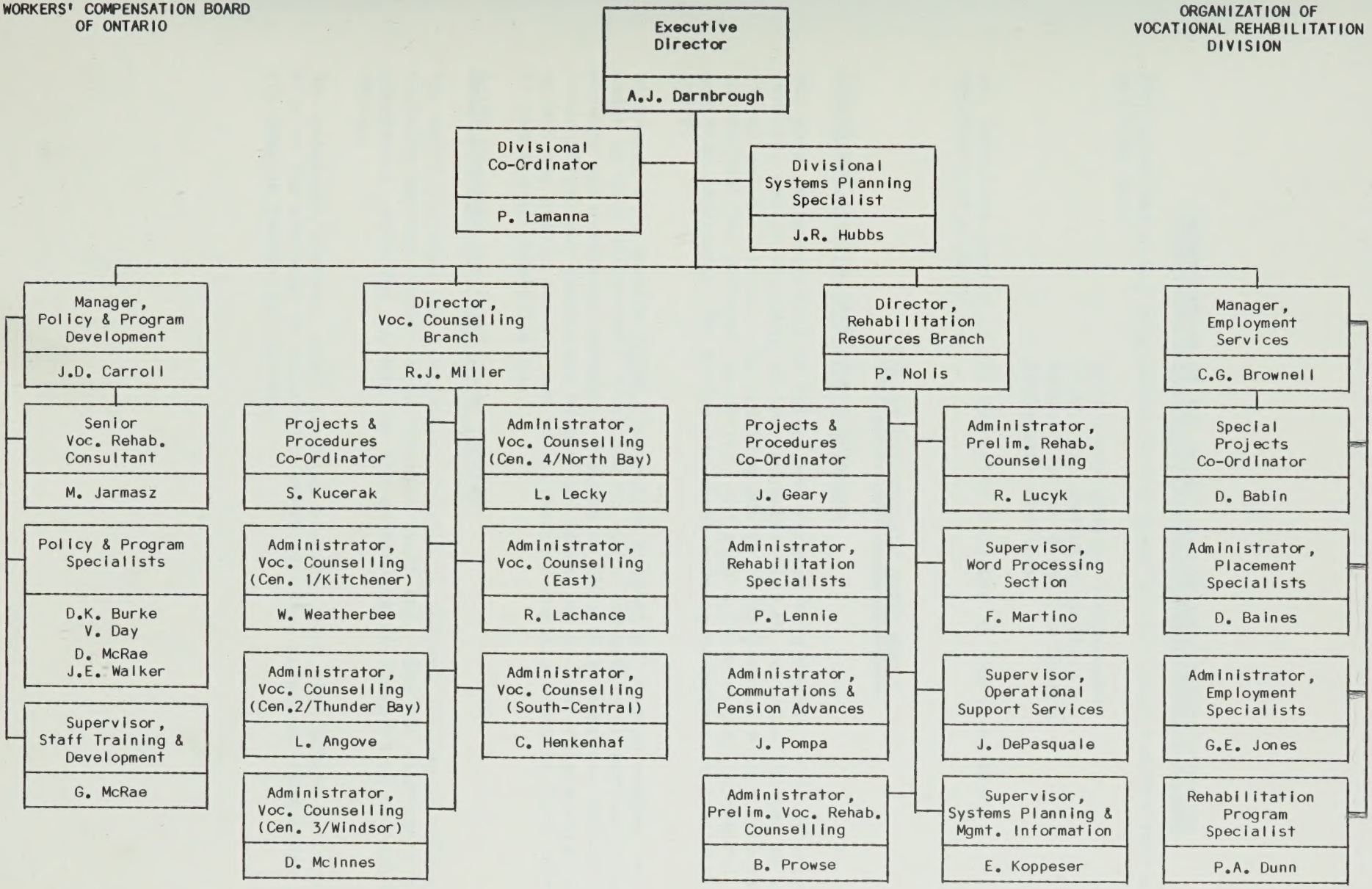
Vocational rehabilitation service may be provided when an injured worker's compensable disability prevents her or him from returning to the usual pre-accident occupation.

To qualify for assistance, the injured worker will have an approved claim with the Board. Vocational rehabilitation is also provided to those workers who might suffer a recurrence or aggravation of a disability if they returned to their pre-accident duties. Workers suffering from, or determined to be at risk from, specified industrial diseases (for example, silicosis, asbestosis, or dermatitis) are vocationally assisted as a preventative measure.

The same vocational rehabilitation services are also available to a surviving spouse under Section 36(1)(c).

WORKERS' COMPENSATION BOARD
OF ONTARIO

ORGANIZATION OF VOCATIONAL REHABILITATION DIVISION



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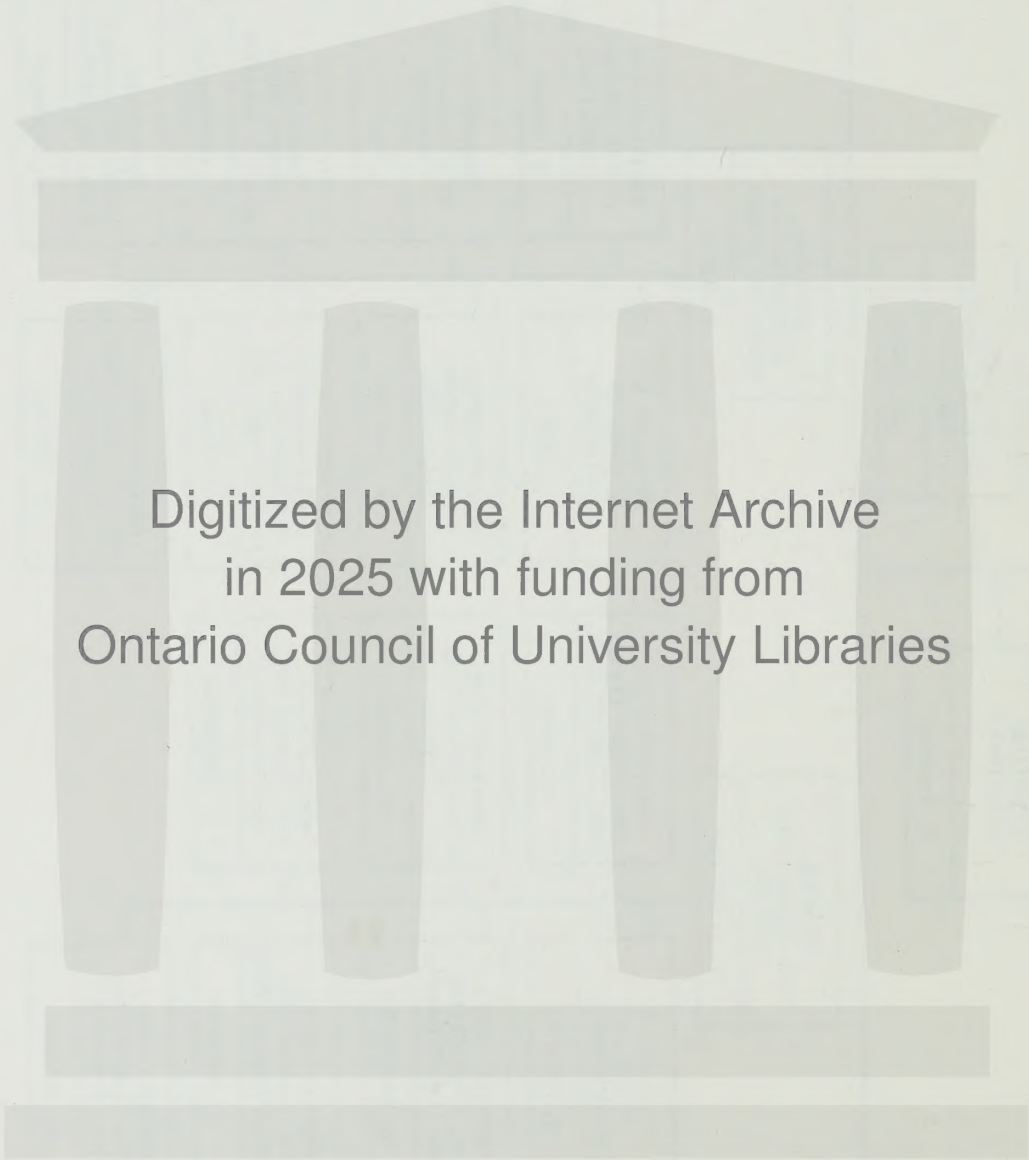
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ORGANIZATION OF THE VOCATIONAL REHABILITATION DIVISION

The major operating components of the Board's vocational rehabilitation services are:

- Policy and Program Development
- Vocational Counselling Branch
- Rehabilitation Resources Branch
- Employment Services

All functions report to the Executive Director of the Vocational Rehabilitation Division.

POLICY AND PROGRAM DEVELOPMENT

Policy and Program Development Services

The main responsibility of Policy and Program Development is to research, develop, and participate in the implementation of policies related to vocational rehabilitation. It provides advice on divisional policy with respect to internal and external enquiries, and also acts as a quality control and auditing checkpoint for policy decisions made by vocational rehabilitation staff.

Recently, this section began researching methods of program evaluation in order to more effectively track how to apply new skills in serving injured workers and surviving spouses. Members of this unit represent the division on inter-divisional committees within the Board, on an inter-ministerial basis within the public sector, and with private community organizations interested in vocational rehabilitation.

Staff Training and Development Section

The Staff Training and Development Section is responsible for recruiting and training new vocational rehabilitation staff and, with the assistance of management, provides courses for the continuing development of counsellor skills.

Our extensive internal staff training programs have also played an important role in the training of vocational rehabilitation personnel from other jurisdictions in Canada and abroad.

VOCATIONAL COUNSELLING BRANCH

Rehabilitation Counselling

The primary responsibility of the Vocational Counselling Branch is rehabilitation counselling. This is a decentralized function with counsellors located strategically throughout the province. Rehabilitation counsellors are key in helping injured workers through the transitional period from disabling accident to employment. They also provide vocational rehabilitation services to surviving spouses. Each counsellor is responsible for a number of injured workers who may be at various stages in the rehabilitation process, from the first stages of treatment through convalescence to readiness to return to work.

In addition to direct counselling of injured workers and surviving spouses, the counsellor by her or his presence in the community can help injured workers receive social services not provided by the Board. Counsellors can also help injured workers return to work because of their knowledge of local employers and employment conditions. As the only professional present from the initial treatment stages to successful placement, the rehabilitation counsellor has a unique role to play in the injured worker's overall rehabilitation.

REHABILITATION RESOURCES BRANCH

This branch provides support services for the division and specialized assistance in preliminary and in severe disability rehabilitation counselling.

Referral - Intake

Potential vocational rehabilitation referrals are generally directed to a centralized control unit. Rehabilitation service controllers conduct a thorough review of all documentation in the claim file to determine the injured worker's eligibility for vocational rehabilitation services. This extensive review is often accompanied by personal telephone contact with the injured worker. Where the decision is made to refer to a rehabilitation counsellor, the file is summarized and along with pertinent documentation is forwarded to the assigned counsellor.

Preliminary Rehabilitation Counselling

Injured workers request rehabilitation assistance at our Head Office. Rehabilitation counsellors are available for "on-the-spot" counselling assistance. If the worker's problem can be resolved over a short period of time, these injured workers will continue to be assisted by the preliminary rehabilitation counsellor. If long-term involvement is foreseen, the injured worker will be referred to a field rehabilitation counsellor. Preliminary rehabilitation counsellors may also interview injured workers when determining the injured worker's eligibility is not possible from the rehabilitation service controller's review of the file.

Preliminary Vocational Rehabilitation Counselling Section - Downsview Rehabilitation Centre

While the Downsview Rehabilitation Centre is essentially a medically-oriented treatment and assessment facility, vocational rehabilitation counselling services are available to all injured workers admitted. In addition to providing direct service to the injured worker, the rehabilitation counsellor acts as a resource to one or more treatment teams which consists of a doctor, occupational therapist, physiotherapist, remedial gymnast and other members as required.

Injured workers admitted to the Centre are assigned to one of the following for treatment:

- Specialized Clinic
- Early Back Unit
- Amputee Clinic
- Back Assessment and Rehabilitation Clinic
- General Trauma Clinic
- Hand Clinic
- Neurology Clinic
- Pain Management Clinic
- Psychological Social Evaluation Module

Commutations and Pension Advances

An injured worker may be granted a pension as compensation for impairment of earning capacity. The extent of impairment of earning capacity is determined from a medical assessment of the nature and degree of disability. Once awarded, a permanent pension is guaranteed by the Board for the injured worker's lifetime.

Commutation of pension may be carried out as a rehabilitation measure administered by the Vocational Rehabilitation Division.

Commutations are regarded not as financial investments but as part of a planned rehabilitation program which is carried out in accordance with certain guiding principles. The main principle being the commutation will assist to provide employment for the injured worker.

Rehabilitation Specialists

Injured workers who are severely disabled as a result of their accidents often face periods of adjustment and acceptance which are both prolonged and emotionally difficult. The Board's rehabilitation specialists assist in the more complex cases, including injured workers who have suffered spinal cord or traumatic head injuries. Rehabilitation services provided to these injured workers are enhanced by the specialist's knowledge, experience, expertise and skill in specific fields.

EMPLOYMENT SERVICES

Employment Specialists

The objective of the employment specialist is to promote employment for the industrially disabled and to obtain suitable assessment and training-on-the-job opportunities leading to full or part-time employment. Negotiating employment opportunities includes discussion with employers with respect to starting salary, working hours, duration of training period, physical and mental requirements for the job, opportunities for advancement, and other factors. In locating suitable job opportunities, employment specialists consult with rehabilitation counsellors as to the type of employment required for job-ready workers. All employment opportunities are accumulated in a job bank for use by rehabilitation staff across the province.

At times, the employment specialist also assists with direct job placement of injured workers.

Placement Specialists

Although an injured worker may have set a realistic vocational goal, he or she may experience considerable difficulty in securing employment in the field. In such situations, a placement specialist, who specialize by industry group, may become involved in helping the person to secure a job in her or his chosen career. Intensive job placement services of this type assist the client in refining job-search skills and in reentering the work force. Placement specialists also become involved in the study of ergonomics, assess provincial employment trends and forecast areas of growth and decline.

Rehabilitation Program Specialist

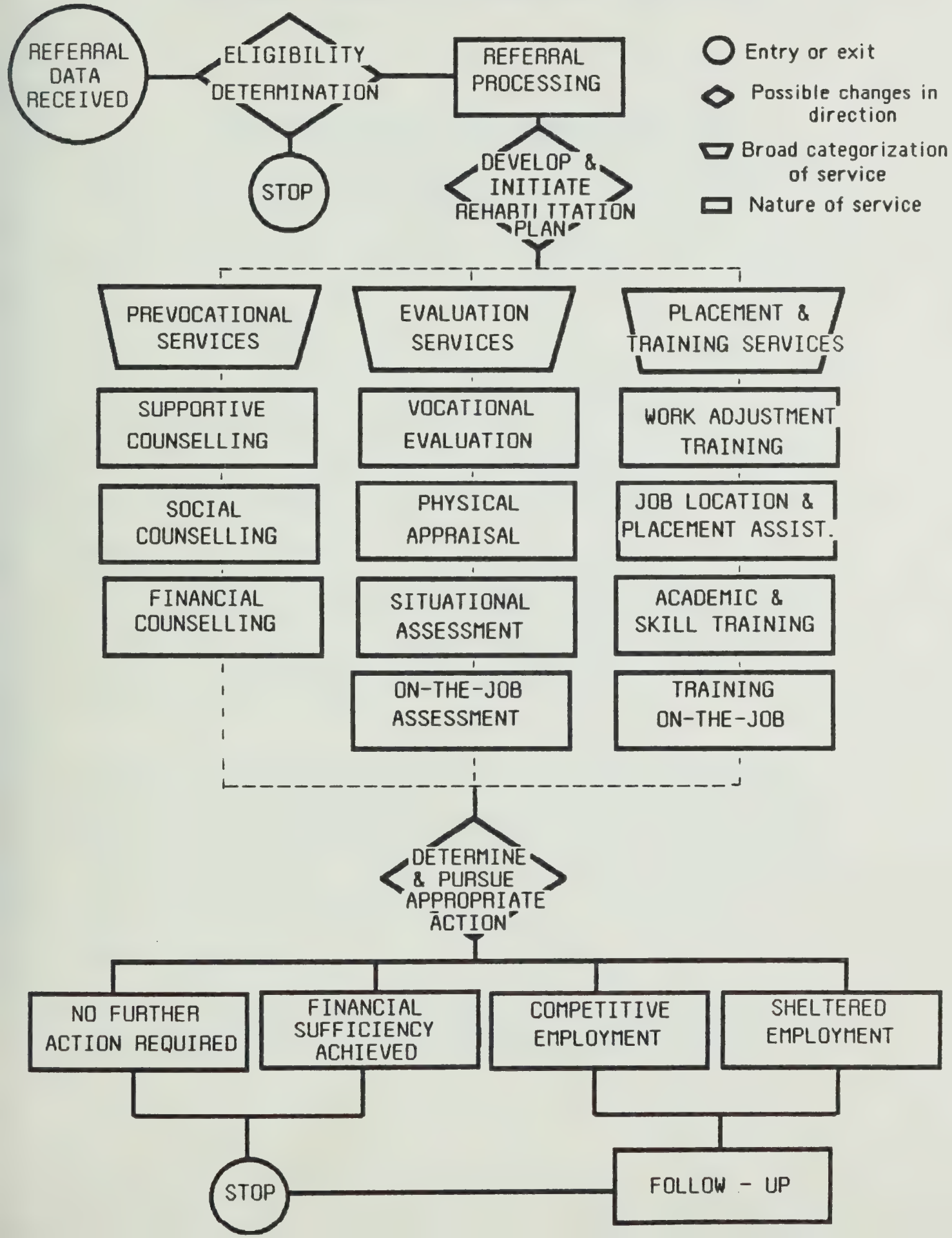
For the past several years, the Board has worked closely with organized labour in the rehabilitation of injured workers. The rehabilitation program specialist is responsible for encouraging labour unions to support and assist in the rehabilitation process. The program has been endorsed by the Canadian Labour Congress, the Ontario Federation of Labour, and most labour locals.

The rehabilitation program specialist is available to assist management and labour in developing contractual language for the protection of job security for injured workers. This person also works closely with joint health and safety committees.

REGIONAL STAFF

Twenty-nine staff positions under the jurisdiction of Regional Operations and Area Offices Division are charged with the responsibility of administering the Board's vocational rehabilitation program in territories served by Regional Offices in London and Sudbury. However, policy development is centralized within the Vocational Rehabilitation Division.

VOCATIONAL REHABILITATION SERVICES AT THE ONTARIO WORKERS' COMPENSATION BOARD



THE VOCATIONAL REHABILITATION PROCESS - EXPLANATION

A flowchart can only be a general representation of the sequence of events involved in the rehabilitation process. The uniqueness and complexity of human behaviour precludes developing a blueprint for all cases.

The flowchart is included, therefore, not as a definitive explanation of how the process must work, but rather as a generic statement which reflects an approach to vocational rehabilitation services.

Referral Data Received

Referral data is received by the rehabilitation service controller and may be submitted from a variety of sources. Referrals for rehabilitation services come primarily from the Claims Services Division, the appeals process, the rehabilitation counsellor, and formal requests from injured workers. Data received may include medical reports, pension reviews, appeal transcripts, and correspondence from employers, interested parties and injured workers. Up-to-date status reports on claims and previous rehabilitation reports will also be reviewed by the rehabilitation service controller.

Eligibility Determination

Once all the pertinent information has been received and, where appropriate, personal contact made with the injured worker, the rehabilitation service controller will consider the injured worker's eligibility for rehabilitation services. If the decision is to refer the worker for vocational rehabilitation assistance, all relevant information is identified. A summary is then created, and the information is forwarded for processing to a field rehabilitation counsellor.

If the rehabilitation service controller does not feel rehabilitation assistance is warranted, the referral information is sent to the co-ordinator, rehabilitation service controller group where the recommendation to deny service is either upheld or reversed. If denied, the worker may object the decision through an appeals process within the Workers' Compensation Board. Effective October 1, 1985 the Board will implement a new and independent Review Services Division. (Referral information can be received and eligibility be determined by rehabilitation counsellors in the Downsview Rehabilitation Centre, the Board's Head Office or in the field).

Referral Processing

Referral processing includes assigning and registering referrals to specific counsellors, creating a file, and preparing copy material of all pertinent data identified by the rehabilitation service controller. The newly created file is then forwarded to the designated rehabilitation counsellor.

DEVELOPING THE REHABILITATION PLAN

The vocational rehabilitation process is clearly goal-directed, the goal being successful job placement. As with any goal-directed activity, the likelihood of success is improved by a well thought-out plan. It is essential that the injured worker be given the opportunity to participate fully in the development of her or his individual rehabilitation plan.

Wherever possible, in assisting the injured worker with a return to employment every effort is made to secure suitable employment with the accident employer. Reemployment in a familiar environment creates one less adjustment for the worker to come to terms with in the transition from disablement to self-sufficiency. A counselling service delivery model is employed to assist in the development of the rehabilitation plan. The model is described later in this paper.

PRE-VOCATIONAL SERVICES

Supportive Counselling

Supportive counselling, while important throughout the rehabilitation process, may be most necessary in the early stages. When initial face-to-face contact is made with the injured worker, the counsellor begins to help the worker through the stages commonly associated with a disability. The stages the injured worker may experience are:

- Shock - disbelief
- Anger - frustration and guilt
- Depression
- Acceptance

Unless feelings are worked through early in the rehabilitation process, they may resurface later on. This could seriously set back plans that have been set in motion and result in prolonging recovery and further frustrating the injured worker in her or his movement toward independence. Only when this first step of the process has been taken can realistic rehabilitation planning begin.

Social Counselling

Social counselling may be provided by the Board's social workers when environmental, emotional or cultural problems arise as a direct or indirect result of the injury, perhaps delaying the recovery and the rehabilitation process. Working with the injured worker and the family, the social worker helps to solve or alleviate personal problems in order that rehabilitation may proceed.

Financial Counselling

Financial concerns may create problems for the injured worker or surviving spouse in the rehabilitation process. Assistance in budgeting and planning to meet financial obligations may be provided by credit counsellors within the community.

EVALUATION SERVICES

Vocational Evaluation

The principal evaluation tool utilized by the rehabilitation counsellor is vocational testing. Testing may be arranged to help determine the worker's learning ability, manual skills, interests, aptitudes and general personality characteristics. This type of testing may be provided by psychometrists or registered psychologists either at the Downsview Rehabilitation Centre or in the worker's local community.

Physical Appraisal

A physical appraisal may be arranged when detailed information is required with respect to the injured worker's general physical capabilities and limitations. This type of evaluation is generally conducted by occupational therapists and may be provided at the Downsview Rehabilitation Centre or purchased from a pre-vocational assessment unit in the worker's home community. A controlled environment, generally within a hospital, provides the setting for the occupational therapist to introduce the worker to a wide variety of simulated working activities as part of this procedure.

A variation of the physical appraisal is the work test. The work test is designed to assess the worker's ability to undertake the physical activities associated with a specific occupation.

Situational Assessment

Situational assessments provide another form of vocational evaluation. Workers are evaluated on a job or jobs in a rehabilitation workshop where an attempt is made to simulate working conditions. Usually such work is contracted by the workshop from local industry. This type of service is purchased on a fee-for-service basis from community agencies located throughout the province.

On-The-Job Assessment

On-the-job assessments are used extensively. This type of evaluation assesses the individual's functional capacity in a real work situation consistent with a previously determined vocational objective. The full costs of the injured worker's wages are absorbed by the Board during an on-the-job assessment.

Upon completion of one or more of the outlined evaluations, the rehabilitation counsellor and the injured worker should have sufficient information to develop a mutually agreeable plan of action. The rehabilitation plan may suggest progression to direct placement in employment or the plan may identify the need for other assistance as an intermediate step prior to job placement.

PLACEMENT AND TRAINING SERVICES

Work Adjustment Training

Work adjustment training may be arranged as a remedial work experience. The purpose is designed to promote the acquisition of good work habits, to increase physical and emotional tolerance for work activity and interpersonal relationships, and to modify attitudes and behaviour which inhibit the satisfactory performance of work. Work adjustment programs usually involve routine production work which is obtained on a contractual basis from industry. Such services are provided by a number of community agencies and may be purchased by the Board, where needed, on a fee-for-service basis.

Job Location and Placement Assistance

While the location of suitable job opportunities is the major function of employment specialists, locating available jobs is also included among the responsibilities of all counsellors and other specialists. Placement assistance is provided as part of the ongoing responsibility of the rehabilitation counsellor. Where rehabilitation counsellors identify a complex and particularly difficult placement problem a placement specialist may become involved.

Academic and Skill Training

When employment possibilities have been explored and suitable employment is not located, formal training may be considered providing it will lead to gainful employment. Training may include a period of academic upgrading leading to a course in a new trade or skill. This training may be purchased from any recognized educational institution that will meet the identified needs.

Training-On-The-Job

Training-on-the-job is often a practical solution to an injured worker acquiring new skills. Potential employers willing to participate in such a program may be located by the employment specialist, the rehabilitation counsellor, or the injured worker. It is anticipated that most training-on-the-job programs will lead to full-time employment for the injured worker. During the training period the employer and the Board share payment of the worker's wages.

DETERMINE AND PURSUE APPROPRIATE ACTION

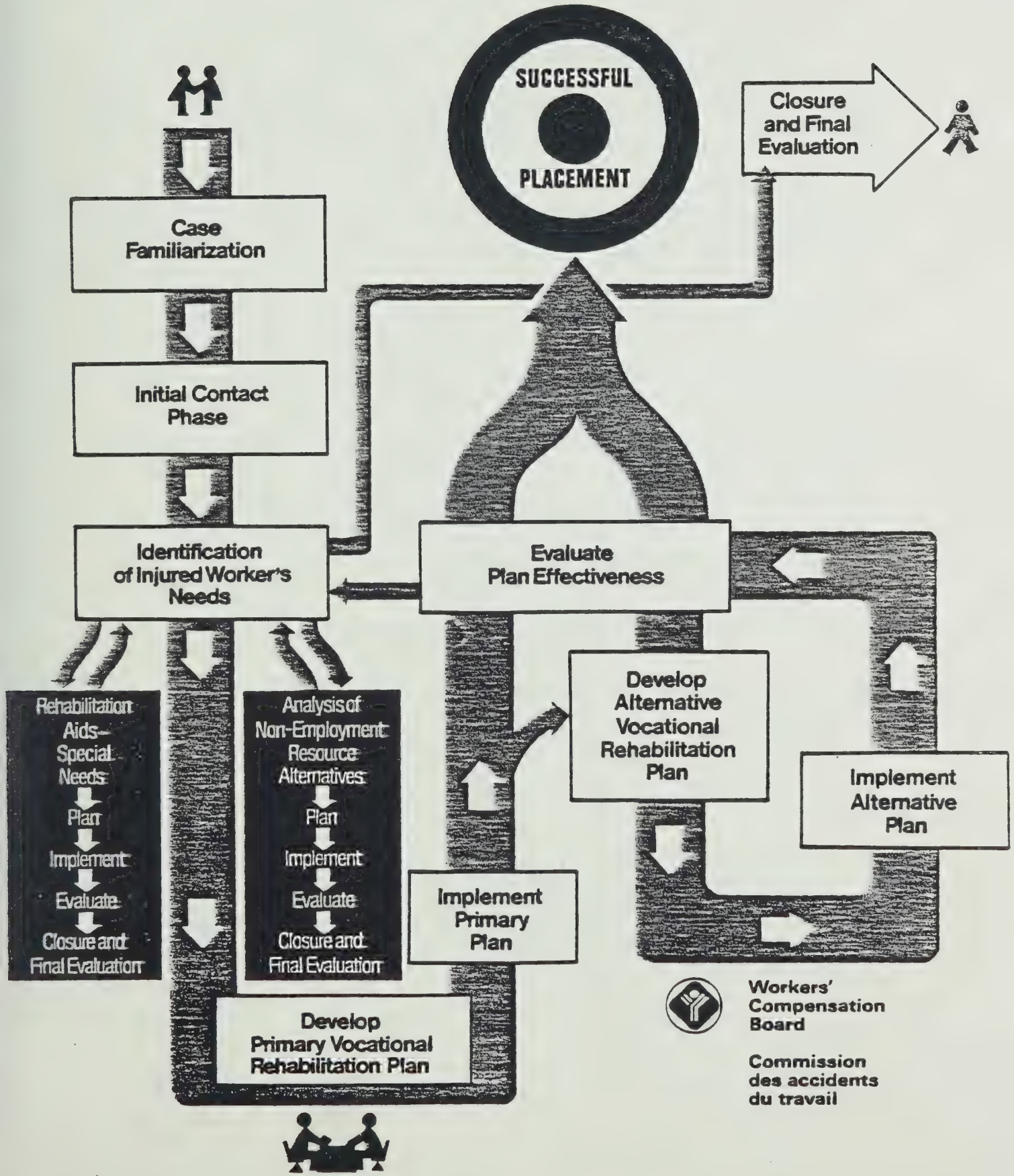
Following one or more of the programs mentioned above, the worker and counsellor will consolidate, and evaluate the results and decide on the most appropriate course of action.

Alternatives that may be considered include:

- Job placement in competitive employment.
- Placement in sheltered employment.
- Ensuring the achievement of financial sufficiency for the permanently injured worker who will not be returning to employment.
- Determining that further vocational counselling services would not be beneficial.

Suitable gainful employment is the goal we strive for whenever this is feasible, and through the combined efforts of the individual, the counsellor and many others, most people receiving rehabilitation service achieve this goal.

VOCATIONAL REHABILITATION SERVICE DELIVERY MODEL



COUNSELLING SERVICE DELIVERY MODEL

There is no magic formula for success in the field of vocational rehabilitation. The people we are working with are unique in terms of their cultural, educational and socio-economic background, and also with respect to the environmental influences that have shaped their development.

We can, however, increase the likelihood of achieving a successful outcome by approaching our work with our clients in an organized, consistent and systematic way. The application of a common strategic framework contributes to a clear understanding of the overall process from its beginning to its conclusion.

At the Board, a vocational rehabilitation service delivery model has been designed and refined specifically to:

- Clearly reflect our primary objective of assisting in the return of injured workers to competitive employment.
- Recognize the possibility of other positive outcomes that do not include a return to gainful employment.
- Be results-oriented based on goal-directed actions by both the counsellor and the client throughout the rehabilitation process.
- Allow for the recognition of individual difference and the need to individualize plans to meet the unique needs of each worker.
- Acknowledge the dual responsibility of the counsellor and the worker in proceeding to a mutually agreed upon goal.
- Confirm service continuity as the cornerstone to successful rehabilitation.
- Reflect the reality that, in its provision of service, the Board must operate within its mandate as set out by the Workers' Compensation Act.
- Identify the need for ongoing evaluation throughout the rehabilitation process.

While this model divides the vocational rehabilitation service delivery process into clearly defined stages, specific time frames have been avoided. Superimposed on the steps associated with the model are the emotional stages commonly associated with an individual's adjustment to injury (shock, anger, depression, acceptance). Progression through the stages depends on the individual and will influence the client's readiness to pursue a vocational goal.

1. **Case Familiarization**
   - review pertinent documentation (past service reports, medical reports, etc.)
   - arrange initial contact

2. **Initial Contact Phase**
   - discuss the vocational rehabilitation role and nature of the service
   - evaluate the client's expectations of the service
   - initial interview: personal data, employment history, perceived barriers to employment, etc.
   - evaluate the worker's perception of her or his disability
   - provide encouragement, support and guidance throughout the rehabilitation process

3. **Identification of Injured Worker's Needs**
   - evaluate and verify with the worker the services required
   - establish the rehabilitation direction through selection of either the vocational path or an alternative course of action
   - proceed with case closure, if services are not required

4. **Development of Primary Vocational Rehabilitation Plan**
   Focus is on the potential for return to work with the accident employer.
   - determine pre-vocational needs and identify most appropriate resources to provide these services
   - review job expectations
   - identify items for discussion with the accident employer
   - develop strategy

5. **Implementation of the Primary Vocational Rehabilitation Plan**
   - follow through on stage "4" considerations
   - integrate results from the various findings

6. **Development of Alternative Vocational Rehabilitation Plan**
   This stage is considered only after employment with the accident employer is ruled out.
   - assess worker's skills in job search techniques, interview skills, resume preparation, etc.
   - explore and identify vocational alternatives
   - determine the need for various evaluation tests and/or assessments
   - consider the need for academic upgrading or skills training
   - develop strategy

7. **Implementation of the Alternative Vocational Rehabilitation Plan**
   - follow through on stage "6" considerations
   - integrate results from the various findings

8. **Evaluation of Plan Effectiveness**
   - ensure all agreed upon task assignments are completed (counsellor and client)
   - follow-up job placements to ensure worker is developing skills required for job retention
   - consider reverting to an earlier stage in process if results not achieved or needs have changed

9. **Successful Placement**
   - confirm placement is satisfactory to both worker and employer

10. **Closure and Final Evaluation**
   - advise worker that services are being closed
   - prepare final summary and closure documentation
   - review services provided to assess the effectiveness and efficiency of the plan.

Complementary Courses of Action

- **Rehabilitation Aids and Special Needs**

  To help workers gain a greater degree of independence and integration within the community, the Board provides supportive counselling, rehabilitation aids, mobility assistance and home modifications. This may also involve help for the injured worker to pursue homebound, recreational or hobby-related activities.

- **Analysis of Non-Employment Resource Alternatives**

  For a number of reasons, the worker may not want to return to work. This decision may be taken following an exhaustive consideration of employment options or the worker may decide on this course of action earlier in the rehabilitation process. In this situation, the worker's long-term financial security is reviewed and addressed by using every available means before the counsellor's assistance is concluded.

RECENT INITIATIVES

1. A redesigned and intensified activity known as "employment blitz campaigns" carried out in various Ontario localities has improved our performance in locating viable job opportunities.

2. A revised "job opportunity bank" computer system is used by rehabilitation staff to arrange potential matches between injured workers and available jobs. Further expansion of the system is under investigation.

3. Specifications for an automated rehabilitation information system have been identified with the first phase being implemented in late 1985. When completed, the system will facilitate analysis of a wide variety of vocational rehabilitation activities. The information from such analyses will eventually assist with decisions regarding program evaluation and with overall cost-effectiveness measurements.

4. Work in the area of ergonomics has been considerably expanded during the past year, including upgrading of staff qualifications. The aim is to provide expert ergonomic worksite analyses for employers in workplace design or redesign to accommodate injured workers in employment.

5. In 1984, the level of service to injured workers was enhanced by new counselling guidelines and the counselling service delivery model referred to earlier. These measures are designed to ensure a consistently high standard of service to our clientele.

6. The division has started to meet with joint labour and management committees to facilitate the return of disabled workers to suitable employment. Initial results are positive and plans are being developed to expand this initiative.

7. "Choices", a computerized vocational guidance system in the vocational rehabilitation section, has been installed at the Downsview Rehabilitation Centre. The system helps explore what type of employment he or she may be suited for in terms of academic skills, work experience and interests in order to select realistic career alternatives.

8. In March of 1985, we implemented a pilot project in the Windsor area on teaching job search techniques to injured workers ready for work. Workers received instructions on completing application forms for employment, resume writing, evaluating the employment market, and on job search and interview preparation and presentation. We have also experimented with a more comprehensive job club concept in the Ottawa area and we are reviewing the potential for expansion of this concept.

9. An effective media support package called "Back a Comeback", developed by our Communications Division, was used extensively to explain the benefit of providing employment for rehabilitated workers.

BACK A COMEBACK

and do yourself a favour

This man is ready to return to the work force after a job accident. All he needs is an opportunity. He's one of many people in this situation.

When you hire rehabilitated workers, you're the beneficiary. You not only get productive, motivated employees, you also reap the financial benefits of our employment assistance program.

- ☑ You pay no wages during the assessment period.
- ☑ You pay only a small proportion of the wage until job training is complete.
- ☑ You get continuing help and advice from a Workers' Compensation Board Employment Specialist.
- ☑ You sign only two pieces of paperwork during the whole procedure.
- ☑ Your compensation assessment won't increase should the employee suffer injury during the training period or have a recurrence of the old injury.

Find out who's available and why you should hire them.
Call Harry Black at (416) 927–4900

Workers' Compensation Board

Commission des accidents du travail

NEED MOTIVATED EMPLOYEES?

CALL HARRY.

Harry Black is an Employment Specialist. He's an expert at matching people to jobs. The people he finds jobs for are rehabilitated workers—good workers on their previous jobs, who are now ready and willing to learn the skills a new job requires.

But jobs aren't easy to find. That's where our employment specialists like Harry come in. We'll develop a program to help meet your specific needs and defray the costs of retraining.

The end result is that you gain an experienced worker with a sense of accomplishment and responsibility. Plus you'll have given someone the chance to prove their worth.

Give Harry a call. Right now he has many job-ready people who want to work for you.

Call Harry Black at (416) 927–4900

For you, it's a good business opportunity.

You save the cost of advertising a vacancy, and preliminary interviews.

You pay no wages during the assessment period.

You pay only a small portion of the wage following the assessment period, until job training is complete.

You won't be charged a higher compensation assessment as a result of an injury during the trial or training periods, or as a result of recurring problems with the old injury.

You sign only two pieces of paperwork during the whole procedure!

You get experienced workers, hand-picked, with a sense of responsibility.

You get continuing help and advice from a Workers' Compensation Board Employment Specialist.

Workers' Compensation Board

Commission des accidents du travail

VOCATIONAL REHABILITATION DIRECTIONS

Vocational rehabilitation is coming under increasing public pressure to enhance and broaden service and to ensure that service remains cost-effective. Achieving both these objectives is the single most important challenge to be faced in the immediate future.

We must strive to forge new and better relationships with organizations and individuals who are also working on behalf of injured workers. Improved communication and sharing of concerns and expectations can only serve to improve the future outlook for those we are working to help. We will continue to:

- Expand efforts to design and adapt workplaces to the needs of people with disabilities. Through using ergonomics, the study of man-machinery relationships in the workplace, we can encourage workplace design changes or modifications to work procedures to better enable injured workers to secure employment.

- Assess how technological advances affect employment trends and occupational requirements. This will enable us to offer advice to workers on acquiring employment skills that will be in demand in the future. For example, we are exploring opportunities for employing people with disabilities in the computer field.

- Encourage and support the development of short-term skills training centres. Such facilities will provide opportunities for workers to acquire specific and marketable employment skills and return to employment faster.

- Identify new service trends and opportunities through research into new vocational assessment/evaluation techniques.

- Encourage greater employer and union participation in the rehabilitation process and through ongoing public awareness campaigns positively influence attitudes about the value of rehabilitated workers.

CONCLUSION

Obviously, the rehabilitation process is not always straightforward. Rehabilitationists work with people from a variety of backgrounds, interests, attitudes, whose needs change continually. As a prerequisite to the success of any rehabilitation program, the injured worker and the rehabilitation counsellor must co-operate fully in fulfilling tasks and obligations.

To remain effective as rehabilitationists, we must respond to a rapidly changing financial, social and employment environment. We intend to maintain and improve upon the services we provide, and in doing so ensure the needs of injured workers are met.

We will accomplish this by identifying new services needed by surviving spouses and injured workers, conducting ongoing program evaluation, and carrying out cost-effectiveness studies, monitoring programs, and rehabilitation research.

HD 7256 .C2O6 W67 1985 WCAT
Overview of vocational
rehabilitation services

DATE	ISSUED TO

HD 7256 .C2O6 W67 1985 WCAT
Overview of vocational
rehabilitation services